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LOS ANGELES COUNTY

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**John F. Schunhoff, Ph.D.**  
Interim Director

**Robert G. Splawn, M.D.**  
Interim Chief Medical Officer

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Los Angeles, CA 90012

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February 23, 2010

TO: Each Supervisor

FROM: John F. Schunhoff, Ph.D.  
Interim Director

SUBJECT: **STATUS REPORT ON KEY INDICATORS OF  
PROGRESS, HOSPITAL OPERATIONS, AND OTHER  
ISSUES RELATED TO THE TRANSITION TO THE  
NEW LAC+USC MEDICAL CENTER – PROGRESS  
REPORT #30 (Agenda Item #S-2, February 23, 2010)**

This is to provide your Board with the bi-monthly report on the status of transitioning to the new LAC+USC Medical Center (LAC+USC). This report is the full monthly operational report with trends to include the month of January 2010.

**Census Trending (ADC includes Psychiatric & Newborn Patients)**

The Average Daily Census (ADC) for the month of January was 578 out of 671 licensed beds, an estimated 84% utilization rate (86% occupancy). The census for Medical/Surgical units was an estimated 92% utilization rate (94% occupancy) for January 2010.

**Emergency Department (ED) Indicators**

Key indicators in Attachment #1 are relatively consistent with some fluctuations, both up and down, in various measures. Most importantly, ED Boarding Time and Wait Times remain stable while Average Length of Stay (ALOS) has returned to 5.4 days, the lowest since October 2008 prior to the move and lower than the target of less than 5.5 days. Increases were demonstrated in Left Without Being Seen and the Crowding Level Comparison which are reflective to the 9% increase in ED Admission Volume from December-January 2010.

**Health Plan Agreements for Specialty Care**

The Office of Managed Care (OMC) successfully finalized new marketing materials and a referral resource guide for LAC+USC's Burn Program. All materials have been printed and are actively being distributed to targeted referral and payer sources. Introductory meetings and tours were held with the Los Angeles County Emergency Medical Directors' Association (LACEMDA) on October 28, 2009 and January 27, 2010 to promote and showcase the new facility. OMC's

initial efforts have focused on ensuring the referral process is seamless and user friendly for potential partners. The establishment and development of relationships with the private sector hospitals and EDs is key to our successful marketing of the Burn Program.

If you have any questions or need additional information please contact me or Carol Meyer, Chief Network Officer at (213) 240-8370.

JFS:CM:pm  
811:003

#### Attachments

c: Chief Executive Office  
County Counsel  
Executive Office, Board of Supervisors

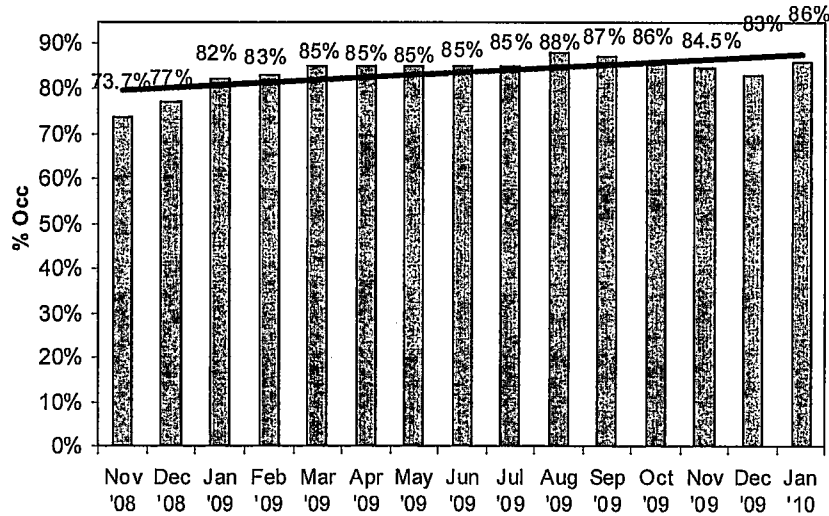
**LAC+USC Medical Center**  
**Operational Monitoring Report**  
**Reporting Period – January 2010**

Indicator	Definition	Data	Comments																																																										
Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics																																																													
1a.  Average Daily Census (ADC)	<p><b>ADC:</b> A measure of the total number of inpatients occupying licensed beds on a daily basis reported as the arithmetic mean.</p> <p><b>Calculation:</b> Total number of admitted inpatients at 12:00 AM midnight daily, summed over the month and divided by the total number of days in the month.</p> <p><b>Source of Data:</b> Affinity</p>	<div><p>ADC</p><table><thead><tr><th>Month</th><th>ADC</th></tr></thead><tbody><tr><td>Oct '06</td><td>637</td></tr><tr><td>Dec '06</td><td>598</td></tr><tr><td>Feb '07</td><td>623</td></tr><tr><td>Apr '07</td><td>612</td></tr><tr><td>Jun '07</td><td>605</td></tr><tr><td>Aug '07</td><td>625.5</td></tr><tr><td>Oct '07</td><td>623</td></tr><tr><td>Dec '07</td><td>590</td></tr><tr><td>Feb '08</td><td>609</td></tr><tr><td>Apr '08</td><td>605</td></tr><tr><td>Jun '08</td><td>583</td></tr><tr><td>Aug '08</td><td>611</td></tr><tr><td>Oct '08</td><td>578</td></tr><tr><td>Dec '08</td><td>596</td></tr><tr><td>Feb '09</td><td>491</td></tr><tr><td>Apr '09</td><td>525</td></tr><tr><td>Jun '09</td><td>551</td></tr><tr><td>Aug '09</td><td>563</td></tr><tr><td>Oct '09</td><td>572</td></tr><tr><td>Dec '09</td><td>577</td></tr><tr><td>Feb '10</td><td>572</td></tr><tr><td>Apr '10</td><td>573</td></tr><tr><td>Jun '10</td><td>592</td></tr><tr><td>Aug '10</td><td>589</td></tr><tr><td>Oct '10</td><td>581</td></tr><tr><td>Dec '10</td><td>567</td></tr><tr><td>Feb '11</td><td>559</td></tr><tr><td>Apr '11</td><td>578</td></tr></tbody></table></div> <p>Note: Average Daily Census number reported includes Medical Center + Psych + Newborns Census.</p> <td></td>	Month	ADC	Oct '06	637	Dec '06	598	Feb '07	623	Apr '07	612	Jun '07	605	Aug '07	625.5	Oct '07	623	Dec '07	590	Feb '08	609	Apr '08	605	Jun '08	583	Aug '08	611	Oct '08	578	Dec '08	596	Feb '09	491	Apr '09	525	Jun '09	551	Aug '09	563	Oct '09	572	Dec '09	577	Feb '10	572	Apr '10	573	Jun '10	592	Aug '10	589	Oct '10	581	Dec '10	567	Feb '11	559	Apr '11	578	
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Indicator	Definition	Data	Comments
<b>Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics</b>			
<b>1b.</b> <b>Occupancy Rate</b> <b>LAC+USC Medical Center</b>	<p><b>Definition:</b>  A measure of the usage of the licensed beds during the reporting period that is derived by dividing the patient days in the reporting period by the licensed bed days in the reporting period.</p> <p><b>Calculation:</b>  The total number of admitted inpatients at 12:00 AM midnight, including women in labor, may include normal newborns and psychiatric inpatients divided by licensed or budgeted beds.</p> <p><b>Source of Data:</b>  Affinity</p> <p><b>Target:</b>  95%</p>	<p>1. Medical Center Licensed Occupancy Rate (excluding Newborns) = <math>\text{Med Center Census} - \text{Newborns} / 600</math></p> <p style="text-align: center;">Med Center Census – Newborns / 600</p> <p>2. Medical Center Licensed Occupancy Rate (including Newborns)</p> <p style="text-align: center;">Med Center Census + Newborns / 600</p>	<p>For comparison, occupancy rates reported in the old facility were reported including newborns and were based on budgeted beds.</p>

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		<p>Med Center Census + Newborn / 600</p> <p>3. Healthcare Network Budgeted Occupancy Med Center Census + Newborns + Psych Hosp Census / 671</p> <p>Med Center Census + Newborns + Psych Hosp Census / 671</p>  <table><caption>Healthcare Network Budgeted Occupancy Data</caption><thead><tr><th>Month</th><th>% Occ</th></tr></thead><tbody><tr><td>Nov '08</td><td>73.7%</td></tr><tr><td>Dec '08</td><td>77%</td></tr><tr><td>Jan '09</td><td>82%</td></tr><tr><td>Feb '09</td><td>83%</td></tr><tr><td>Mar '09</td><td>85%</td></tr><tr><td>Apr '09</td><td>85%</td></tr><tr><td>May '09</td><td>85%</td></tr><tr><td>Jun '09</td><td>85%</td></tr><tr><td>Jul '09</td><td>85%</td></tr><tr><td>Aug '09</td><td>88%</td></tr><tr><td>Sep '09</td><td>87%</td></tr><tr><td>Oct '09</td><td>86%</td></tr><tr><td>Nov '09</td><td>84.5%</td></tr><tr><td>Dec '09</td><td>83%</td></tr><tr><td>Jan '10</td><td>86%</td></tr></tbody></table> <p>Medical Center = New Facility</p> <p>Healthcare Network = New Facility + Psychiatric Hospitals</p>	Month	% Occ	Nov '08	73.7%	Dec '08	77%	Jan '09	82%	Feb '09	83%	Mar '09	85%	Apr '09	85%	May '09	85%	Jun '09	85%	Jul '09	85%	Aug '09	88%	Sep '09	87%	Oct '09	86%	Nov '09	84.5%	Dec '09	83%	Jan '10	86%	
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<b>Indicator #2 - Emergency Department Metrics</b>																																																																			
<b>2a.</b> <b>Median</b> <b>Emergency</b> <b>Department</b> <b>Boarding</b> <b>Time</b> <b>(EDBT)</b>  <b>*Harris</b> <b>Rodde</b> <b>Indicator</b>	<p><b>Boarding Time:</b>  Time from MD Admit time (effective date and time of pre-admit) to time the patient actually leaves the ED en route to assigned bed (effective date and time of the ED disposition).</p> <p><b>Calculation:</b>  The middle value in the set of individual boarding times for the month arranged in increasing order. If there is an even number of values, then the median is the average of the middle two values.</p> <p><b>Source of Data:</b>  Affinity</p> <p><b>Target:</b>  Less than 7 hours.</p>	<p style="text-align: center;"><b>Median EDBT</b></p> <table border="1"> <caption>Median EDBT Data (hr:min)</caption> <thead> <tr> <th>Month</th> <th>Adult</th> <th>Peds</th> <th>Total</th> </tr> </thead> <tbody> <tr><td>Nov '08</td><td>4:28</td><td>2:18</td><td>4:12</td></tr> <tr><td>Dec '08</td><td>4:58</td><td>2:17</td><td>4:33</td></tr> <tr><td>Jan '09</td><td>5:22</td><td>2:21</td><td>4:28</td></tr> <tr><td>Feb '09</td><td>5:14</td><td>2:22</td><td>4:44</td></tr> <tr><td>Mar '09</td><td>6:06</td><td>2:32</td><td>6:06</td></tr> <tr><td>Apr '09</td><td>7:43</td><td>2:32</td><td>6:08</td></tr> <tr><td>May '09</td><td>4:34</td><td>2:36</td><td>4:00</td></tr> <tr><td>Jun '09</td><td>3:54</td><td>2:35</td><td>3:38</td></tr> <tr><td>Jul '09</td><td>5:00</td><td>2:39</td><td>4:32</td></tr> <tr><td>Aug '09</td><td>5:37</td><td>2:40</td><td>5:01</td></tr> <tr><td>Sep '09</td><td>5:37</td><td>2:32</td><td>4:41</td></tr> <tr><td>Oct '09</td><td>4:38</td><td>2:47</td><td>4:44</td></tr> <tr><td>Nov '09</td><td>4:02</td><td>2:34</td><td>3:45</td></tr> <tr><td>Dec '09</td><td>4:02</td><td>2:34</td><td>3:57</td></tr> <tr><td>Jan '10</td><td>4:02</td><td>2:34</td><td>3:45</td></tr> </tbody> </table> <p>Jan '10 data is Preliminary data</p>	Month	Adult	Peds	Total	Nov '08	4:28	2:18	4:12	Dec '08	4:58	2:17	4:33	Jan '09	5:22	2:21	4:28	Feb '09	5:14	2:22	4:44	Mar '09	6:06	2:32	6:06	Apr '09	7:43	2:32	6:08	May '09	4:34	2:36	4:00	Jun '09	3:54	2:35	3:38	Jul '09	5:00	2:39	4:32	Aug '09	5:37	2:40	5:01	Sep '09	5:37	2:32	4:41	Oct '09	4:38	2:47	4:44	Nov '09	4:02	2:34	3:45	Dec '09	4:02	2:34	3:57	Jan '10	4:02	2:34	3:45	
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2b. ED Wait Time	<p><b>ED Wait Time:</b> Measured from time patient is triaged to time patient is either admitted or discharged reported as an arithmetic mean.</p> <p><b>Definition:</b> Sum of all wait time values during the monthly reporting period divided by the total number of values.</p> <p><b>Source of Data:</b> Affinity</p> <p><b>Target:</b> No target value. Lower numbers are better.</p>	<p style="text-align: center;"><b>Average ED Wait Time</b></p> <p><b>Adult Wait Time :</b> *Excludes Psych, Pediatric, Observation Unit, and Jail patients</p> <p><b>Total ED Wait time:</b> *Excludes Psych, Observation Unit, and Jail</p> <p>Jan '10 data is Preliminary data</p>	



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<b>2c.</b> <b>Left Without Being Seen (LWBS)</b>  <b>*Harris Rodde Indicator</b>	<p><b>LWBS:</b> The total number of patients who left the ED without being seen by a physician reported as a percentage of all ED visits.</p> <p><b>Calculation:</b> The total number of patients who left the ED without being seen divided by the total number of ED patient visits on a monthly basis.</p> <p><b>Source of Data:</b> Affinity</p> <p><b>Target:</b> No target value. Lower numbers are better.</p>	<p style="text-align: center;"><b>Left Without Being Seen</b></p> <p>Jan '10 data is Preliminary data</p>	

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2d. ED Diversion	<p><b>ED Diversion:</b> A percentage measure of the time the ED diverts ambulance traffic away from the ED, reported as a function of the reason for diversion on a monthly basis.</p> <p><b>Calculation:</b> The total number of hours of ED diversion for a specific reason divided by the total number of available hours in a month.</p> <p><b>Source of Data:</b> ReddiNet</p>	<p><b>Diversion of ALS Units due to ED Saturation</b></p> <table><thead><tr><th>Month</th><th>% on Diversion</th></tr></thead><tbody><tr><td>Oct '06</td><td>49</td></tr><tr><td>Nov '06</td><td>42</td></tr><tr><td>Dec '06</td><td>31</td></tr><tr><td>Jan '07</td><td>38</td></tr><tr><td>Feb '07</td><td>45</td></tr><tr><td>Mar '07</td><td>42</td></tr><tr><td>Apr '07</td><td>38</td></tr><tr><td>May '07</td><td>31</td></tr><tr><td>Jun '07</td><td>32</td></tr><tr><td>Jul '07</td><td>34</td></tr><tr><td>Aug '07</td><td>28</td></tr><tr><td>Sep '07</td><td>21</td></tr><tr><td>Oct '07</td><td>21</td></tr><tr><td>Nov '07</td><td>25</td></tr><tr><td>Dec '07</td><td>52</td></tr><tr><td>Jan '08</td><td>51</td></tr><tr><td>Feb '08</td><td>51</td></tr><tr><td>Mar '08</td><td>30</td></tr><tr><td>Apr '08</td><td>23</td></tr><tr><td>May '08</td><td>25</td></tr><tr><td>Jun '08</td><td>42</td></tr><tr><td>Jul '08</td><td>50</td></tr><tr><td>Aug '08</td><td>51</td></tr><tr><td>Sep '08</td><td>50</td></tr><tr><td>Oct '08</td><td>40</td></tr><tr><td>Nov '08</td><td>58</td></tr><tr><td>Dec '08</td><td>52</td></tr><tr><td>Jan '09</td><td>55</td></tr><tr><td>Feb '09</td><td>58</td></tr><tr><td>Mar '09</td><td>35</td></tr><tr><td>Apr '09</td><td>35</td></tr><tr><td>May '09</td><td>63</td></tr><tr><td>Jun '09</td><td>52</td></tr><tr><td>Jul '09</td><td>51</td></tr><tr><td>Aug '09</td><td>59</td></tr><tr><td>Sep '09</td><td>41</td></tr><tr><td>Oct '09</td><td>32</td></tr><tr><td>Nov '09</td><td>43</td></tr><tr><td>Dec '09</td><td>43</td></tr><tr><td>Jan '10</td><td>43</td></tr></tbody></table>	Month	% on Diversion	Oct '06	49	Nov '06	42	Dec '06	31	Jan '07	38	Feb '07	45	Mar '07	42	Apr '07	38	May '07	31	Jun '07	32	Jul '07	34	Aug '07	28	Sep '07	21	Oct '07	21	Nov '07	25	Dec '07	52	Jan '08	51	Feb '08	51	Mar '08	30	Apr '08	23	May '08	25	Jun '08	42	Jul '08	50	Aug '08	51	Sep '08	50	Oct '08	40	Nov '08	58	Dec '08	52	Jan '09	55	Feb '09	58	Mar '09	35	Apr '09	35	May '09	63	Jun '09	52	Jul '09	51	Aug '09	59	Sep '09	41	Oct '09	32	Nov '09	43	Dec '09	43	Jan '10	43	<p>Key points:</p> <ul style="list-style-type: none"><li>-- Diversion is for paramedic runs only; Basic Life Support ambulances still arrive.</li><li>-- When diversion is requested but all hospitals in the area are on diversion, patients go to the closest hospital. Therefore, ambulances often arrive while "on diversion".</li></ul>
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Indicator	Definition	Data	Comments
2e. Surge Report		<p style="text-align: center;"><b>Crowding Level Comparison</b></p> <p style="text-align: center;">New Facility Surge Plan Suspended      New Facility Surge Plan Operational</p> <p style="text-align: center;">% Distribution</p> <p style="text-align: center;">12/08 1/09 2/09 3/09 4/09 5/09 6/09 7/09 8/09 9/09 10/09 11/09 12/09 1/10</p> <div style="border: 1px solid black; padding: 5px; text-align: center;"> <span>■ Dangerously OC</span>    <span>■ Severely OC</span>    <span>■ OverCrowded</span>  <span>□ Extremely Busy</span>    <span>□ Busy</span>    <span>□ Not Busy</span> </div>	

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Indicator	Definition	Data	Comments		
Indicator #3 – Trends for Patient Diversions and Transfers & #4 – Transfers to Rancho Los Amigos Metrics					
3. & 4.  Rancho Los Amigos Hospital (RLAH) Transfers	<b>Transfers:</b> The volume of patients transferred to RLAH for acute hospitalization from the Emergency Department and from Inpatient Units.  <b>Data Source:</b> Manual record keeping.  Cancelled category includes patients whose condition changed leading to higher level of care or discharge home.	<b>Month of Jan '10</b>			
		<b>Referrals from ER:</b>			
			Med/Surg	Acute Stroke	Total
		# Met transfer criteria	77	NA	-
		# Referred to RLAH	77	17	94
		# Transfers	48	17	65
		# Denied	16	NA	-
		# Cancelled	13*	NA	-
		# Patients refused*	13	NA	-
		<b>Referrals from Inpatients:</b>			
	Med/Surg	Acute Stroke	Total		
# Met transfer criteria	27	NA	-		
# Referred to RLAH	27	7	34		
# Transfers	18	7	25		
# Denied	3	NA	-		
# Cancelled	6*	NA	-		
# Patients refused*	0	NA	-		
Other /Pending	0	NA	-		

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Indicator	Definition	Data	Comments																																																																																																
		<div><div><p><b>Rancho Med Surg Transfers Workload</b></p><table><thead><tr><th>Month</th><th>ER</th><th>Inpt</th></tr></thead><tbody><tr><td>Nov '08</td><td>8</td><td>27</td></tr><tr><td>Dec '08</td><td>10</td><td>28</td></tr><tr><td>Jan '09</td><td>24</td><td>29</td></tr><tr><td>Feb '09</td><td>22</td><td>26</td></tr><tr><td>Mar '09</td><td>24</td><td>32</td></tr><tr><td>Apr '09</td><td>27</td><td>34</td></tr><tr><td>May '09</td><td>24</td><td>28</td></tr><tr><td>Jun '09</td><td>27</td><td>27</td></tr><tr><td>Jul '09</td><td>14</td><td>54</td></tr><tr><td>Aug '09</td><td>24</td><td>59</td></tr><tr><td>Sep '09</td><td>26</td><td>49</td></tr><tr><td>Oct '09</td><td>25</td><td>52</td></tr><tr><td>Nov '09</td><td>25</td><td>39</td></tr><tr><td>Dec '09</td><td>20</td><td>50</td></tr><tr><td>Jan '10</td><td>18</td><td>48</td></tr></tbody></table></div><div><p><b>Patients Transferred Out</b></p><table><thead><tr><th>Month</th><th>Other Hospitals</th><th>Rancho</th></tr></thead><tbody><tr><td>Nov '08</td><td>14</td><td>59</td></tr><tr><td>Dec '08</td><td>20</td><td>68</td></tr><tr><td>Jan '09</td><td>14</td><td>79</td></tr><tr><td>Feb '09</td><td>18</td><td>65</td></tr><tr><td>Mar '09</td><td>29</td><td>77</td></tr><tr><td>Apr '09</td><td>35</td><td>80</td></tr><tr><td>May '09</td><td>37</td><td>82</td></tr><tr><td>Jun '09</td><td>32</td><td>94</td></tr><tr><td>Jul '09</td><td>33</td><td>101</td></tr><tr><td>Aug '09</td><td>36</td><td>113</td></tr><tr><td>Sep '09</td><td>31</td><td>99</td></tr><tr><td>Oct '09</td><td>62</td><td>96</td></tr><tr><td>Nov '09</td><td>70</td><td>98</td></tr><tr><td>Dec '09</td><td>61</td><td>111</td></tr><tr><td>Jan '10</td><td>52</td><td>90</td></tr></tbody></table></div><p>Data was revised to reflect total # of patients (including stroke patients) referred to Rancho</p></div>	Month	ER	Inpt	Nov '08	8	27	Dec '08	10	28	Jan '09	24	29	Feb '09	22	26	Mar '09	24	32	Apr '09	27	34	May '09	24	28	Jun '09	27	27	Jul '09	14	54	Aug '09	24	59	Sep '09	26	49	Oct '09	25	52	Nov '09	25	39	Dec '09	20	50	Jan '10	18	48	Month	Other Hospitals	Rancho	Nov '08	14	59	Dec '08	20	68	Jan '09	14	79	Feb '09	18	65	Mar '09	29	77	Apr '09	35	80	May '09	37	82	Jun '09	32	94	Jul '09	33	101	Aug '09	36	113	Sep '09	31	99	Oct '09	62	96	Nov '09	70	98	Dec '09	61	111	Jan '10	52	90	
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Indicator	Definition	Data	Comments
<b>Indicator #5 – Harris Rodde Indicators</b>			
<b>5.</b>  <b>Average Length of Stay (ALOS)</b>   <b>*Harris Rodde Indicator</b>	<p><b>LOS:</b> The difference between discharge date and the admission date or 1 if the 2 dates are the same.</p> <p><b>Total LOS:</b></p> <p><b>Calculation:</b> ALOS is the arithmetic mean calculated by dividing the Total LOS by the Total # of discharges in the monthly reporting period, rounded off to one decimal place.</p> <p><b>Source of Data:</b> Affinity</p> <p><b>Target: &lt;5.5 days</b></p>	<p><b>*Healthcare Network ALOS - Preliminary data pending Auditor-Controller validation</b></p> <p style="text-align: center;"><b>ALOS</b></p> <p>Legend: <span style="display: inline-block; width: 10px; height: 10px; border: 1px solid black; margin-right: 5px;"></span> Actual ALOS     <span style="display: inline-block; width: 10px; height: 10px; border: 1px solid black; margin-right: 5px;"></span> Target ALOS</p>	<p>Overall trend in ALOS for the 2-year period prior to the move reduced to a low range of 4.7 – 5.5 days in 2008. Immediately prior to the move, the ALOS increased as the lower acuity patients were transferred to other facilities. This trend may continue depending on number of transfers.</p>

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Indicator	Definition	Data					Comments
Indicator #6 – Pediatric Metrics							
6.  Pediatric Bed Census and Occupancy (%)  Pediatric ICU (PICU) Neonatal ICU (NICU) Pediatric Unit Adolescent Unit	<b>Census:</b> The total number admitted pediatric inpatients at 12:00 AM midnight of a designated pediatric ward.  <b>Occupancy:</b> The total number of admitted pediatric inpatients divided by the total number of licensed beds on that unit and reported as percentage.  <b>Source of Data:</b> Affinity						
		Date	NICU (40 Beds)	Peds Ward (25 Beds)	PICU (10 Beds)	Med/Surg Adolescent (20 Beds)	
		Nov-08	56%	54%	50%	33%	
		Dec-08	52%	60%	60%	40%	
		Jan-09	52%	68%	70%	75%	
		Feb-09	50%	80%	80%	85%	
		Mar-09	57%	72%	70%	80%	
		Apr-09	57%	60%	60%	75%	
		May-09	62%	72%	70%	80%	
		Jun-09	60%	64%	60%	75%	
		Jul-09	57%	72%	60%	80%	
		Aug-09	55%	64%	60%	80%	
		Sep-09	55%	68%	70%	80%	
		Oct-09	45%	60%	60%	80%	
		Nov-09	35%	64%	70%	70%	
Dec-09	40%	64%	70%	65%			
Jan -10	60%	68%	70%	70%			